

ACTION PLAN: HMCIP REPORT

ESTABLISHMENT: HMP / YOI LINCOLN

TIMETABLE	DATE	STATUS OF THIS RETURN
Full Announced inspection	30 January 2017 – 10 February 2017	
Report published	20 June 2017	
Action Plan Submitted	21 September 2017	Attached

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1. Rec. no	2. Recommendation	3. Accepted / Partially Accepted / Accepted / Subject to Resources Rejected	4. Response Action Taken/Planned	5. Function Responsible / Policy Lead	6. Target Date
	Main recommendations to the governor				
5.1	The oversight and day-to-day management of use of force should ensure force is only used when necessary, mandatory recording arrangements are followed and lessons are learned when it is used. (S44)	Accepted	<p>The use of force (UoF) meeting is now chaired by a Band 7 / 8. The UoF committee's terms of reference has been reviewed and includes an appropriate oversight into UoF. All UoF incidents are now being logged and reviewed by Control and Restraint Co-ordinator.</p> <p>UoF reports are now completed on every occasion force is used. All baton incidents are investigated via a simple enquiry or formal investigation if necessary. All UoF paperwork is collated in a timely manner and video footage on planned interventions is viewed at the UoF meetings. Random management checks are being completed by the Deputy Governor and lessons on UoF are learned.</p>	Deputy Governor	Completed and ongoing
5.2	Support for the protected characteristics must ensure their needs are understood and, where possible, met. (S45)	Accepted	<p>A revised and comprehensive equalities strategy has been published following a review of equalities conducted by the Deputy Governor. There is now an annual Equalities programme in place with the senior management team (SMT) and the Band 5 protected characteristics lead. Twenty prisoners will make up a forum representing the views of prisoners with various protected characteristics.</p> <p>Every month the appropriate SMT lead presents to staff</p>	Deputy Governor	Completed and ongoing

			<p>their allocated protected characteristic at the full staff briefing. Forums are being held monthly and an equalities action plan has been put in place to address prisoner concerns. Equalities gets added to the agenda for action at every meeting and regular support from Equalities Interventions and Operational Practice Group will be sought where policy and practice requires harmonisation.</p> <p>The under reporting of prisoners in the above groups is now monitored through the Equalities meeting. Gypsy, Romany and Traveller backgrounds are included as a group and consulted to identify their needs.</p> <p>A Band 5 Hub Manager has now been allocated responsibility to support the Head of Function to embed equalities across the establishment.</p>		
5.3	Learning and skills provision should be sufficient to meet the needs of the population at Lincoln. (S46)	Partially Accepted	<p>HMP/YOI Lincoln cannot increase the current Offender Learning and Skills (OLASS) provision without additional funding.</p> <p>A limited Outreach provision to the curriculum has been introduced, which enables prisoners to be seen in workshops by education staff.</p>	Governor	Completed and ongoing
5.4	All available purposeful activity places at Lincoln should be used to ensure as many men as possible are occupied in activities that contribute to their rehabilitation. (S47)	Accepted	<p>This recommendation has been actioned and is now completed. Purposeful activity attendance at HMP/YOI Lincoln is now regularly over 80% in industries and education. The management of attendance in purposeful activity is high on the Governor's agenda and is monitored daily at the morning operational briefing meeting and at weekly performance meetings.</p> <p>Currently there is 9.4% of the population not allocated to purposeful activity. These tend to be prisoners who are medically unfit, on remand, opting out of work or retired. Staff are managing these prisoners and they have time out of cell (during AM or PM equivalent to part time workers). The prison is working with healthcare to reduce the number of prisoners who are classified as unfit for labour. Retired prisoners have access to an older prisoner's room to read, play games or watch television.</p>	Head of Reducing Reoffending	Completed and ongoing

5.5	All prisoners being released should have an up-to-date resettlement plan and be offered appropriate resettlement support; community-based responsible officers should be informed of work that has been undertaken and what is still required. (S48)	Accepted	<p>All men are receiving a resettlement plan and are seen by a Community Rehabilitation Company (CRC) resettlement worker 12 weeks prior to their release and a resettlement plan is completed which includes offering appropriate resettlement support. The community-based responsible officer is then notified via email that an individual's information can be accessed on the offender assessment system. Improvements will be made to the overall management of resettlement services and the link between custody and community resettlement services.</p> <p>The Shelter Service Manager has attended Local Delivery Unit meetings to strengthen ties. Semi specialists (case managers with custody cases) have been identified to attend the prison to see prisoners (candidates currently awaiting vetting).</p> <p>HMPPS have conducted an internal review of the probation system and have agreed changes to CRCs contracts to reflect more accurately the fixed costs of delivering services to offenders, and this will enable providers to focus on the delivery of core operational services. HMPPS recognises, though, the concerns that have been identified about aspects of probation services, and are doing further work to consider improvements to the delivery of those services, including specific work on improving resettlement planning processes.</p>	Head of Reducing Reoffending / HM Prison and Probation Service (HMPPS)	Completed and ongoing
	Recommendations				
	Early days in custody				
5.6	Prisoners should not be delayed in reception. (1.15, repeated recommendation 1.16)	Accepted	<p>Healthcare are now providing full day cover and this has significantly reduced waiting times in reception. Waiting times in reception are monitored continuously by the Head of Operations to ensure that delays are addressed promptly and that the current improvements in waiting times are sustained.</p>	Head of Operations / Prisoner Escort and Custody Service	Completed and ongoing

			<p>The contractor is fully aware of the risks posed by late arrivals and every effort is made to ensure vehicles arrive within the latest reception time. Reducing waiting time is also dependant upon the assistance of other stakeholders, notably HM Courts and Tribunals Service and also on the times that the prisoners' cases have been dealt with by the courts. There may also be occasions when traffic conditions, adverse weather that the contractor encounters on route or redirections have a detrimental impact on arrival times.</p> <p>Where a late arrival is unavoidable, the escorts will ensure that receiving prisons are informed of delays and an agreement sought in advance for the safe receipt of any late arrivals. Very late arrivals are highlighted to PECS Contract Delivery Manager (CDM). The regional CDM will follow up extreme cases the following day. Since July 2016, neither PECS nor the escort contractors received any complaints regarding this area of service and the number of returns to HMP/YOI Lincoln for February 2017 to July 2017 were delivered on time. PECS will continue to monitor all aspects of the contractors' performance and, where it fails to meet the agreed standard, this will be raised with the contractor for improvement.</p>	(PECS)	
5.7	The first night centre should provide a reasonable standard of accommodation, with clean cells and functioning toilets and showers. (1.16)	Accepted	<p>All cells in the first night unit have been painted. Prisoners continue to paint and maintain the cells. Maintenance standards will be monitored and managed by the newly appointed Custodial Manager (CM). A revised and more regular painting programme is in place (funded by the prison). Fixed furniture has been installed and cells are now checked daily for the necessary required equipment before prisoners are located to the cell. Additional plans have been agreed to improve the lighting, colour scheme and provide a warmer, softer and more supportive first night experience.</p> <p>There, however, remains a number of outstanding issues that need to be addressed; the flooring needs to be replaced around the shower areas in some cells. This action has been requested via the Contractor.</p>	Head of Residence and Services	December 2017

5.8	Staff should be aware of the location of all new prisoners so that regular enhanced checks on their welfare can be made. (1.17)	Accepted	Locating staff have been briefed to ensure that each wing movement officer is notified when prisoners are brought onto or taken off of a wing and roll boards (a prisoners register) are updated accordingly. The wing Supervising Officer (SO) will also be informed and to ensure that enhanced checks are carried out on a prisoner's welfare. If necessary more frequent welfare and care and support checks are completed.	Head of Residence and Services	Completed
	Bullying and violence reduction				
5.9	Plans to introduce several interventions designed to address many aspects of violence and antisocial behaviour such as one-to-one work, conflict resolution, and anger management, should be implemented. (1.23)	Partially Accepted	<p>HMP/YOI Lincoln is not contracted through its service level agreement to deliver specific non-accredited or accredited behaviour management courses.</p> <p>However, prisoners who have an identified need will be flagged to the Offender Management Unit (OMU) for action to be included in their sentence plan and allocated to an appropriate intervention centre. As part of the safer custody and violence reduction a mediation training package has now been agreed with LEAP (specialists in designing creative conflict management programmes).The prison is currently identifying participants, venue and timescales. It is likely that the course will be delivered in October 2017.</p> <p>On a national level, HMPPS will help to ensure that establishments have access to a range of initiatives and interventions to address the differing needs of individuals displaying violent behaviour or who pose a risk of violent behaviour. This includes raising awareness of existing initiatives / interventions as well as understanding and removing any barriers to their use as far as possible. HMPPS will also share best practice where there is evidence to support the use of specific initiatives in reducing reoffending and violent behaviour.</p>	Head of Residence and Safety / HMPPS	October 2017
5.10	Targeted work to address specific behaviour management	Accepted	Prisoners who have an identified need to address specific behavioural management issues will be flagged to OMU and to the regional psychology services for targeted work to be included in their sentence plan. An action plan will	Head of Residence and Safety	Completed and ongoing

	issues should be introduced, along with an action plan to identify and manage necessary actions. (1.24)		be developed to identify and manage necessary actions, and allocated to an appropriate intervention centre.		
	Self-harm and suicide				
5.11	Recommendations from deaths in custody reports should be implemented in full; senior managers should monitor their implementation through an overarching action plan. (1.32)	Accepted	HMP/YOI Lincoln has implemented an overarching death in custody action plan which is also a priority action in the establishment's delivery plan. The Governor is taking the lead on this and with support from the Regional Safer Custody and Violence Reduction teams. The Prison Group Director of East Prisons discusses matters with the Governor during their bi-monthly bilateral meetings and actions are monitored and reviewed at this meeting and through regular support visits with the Regional Safer Custody lead. The Head of Residence and Safety is responsible for progressing actions and providing updates to the Governor.	Governor / Head of Residence and Safety	Completed and ongoing
5.12	ACCT documentation should demonstrate consistent care for prisoners at risk of self-harm. Support arrangements should include good quality care planning and multidisciplinary reviews. (1.33)	Accepted	HMP/YOI Lincoln has introduced weekly SMT management checks on Assessment Care in Custody and Teamwork (ACCT) documents which the Safer Custody team follow up if areas of weakness or failings are identified. An independent evaluation conducted by the Regional Safer Custody team took place in July 2017 and support plan was produced, which is followed up during regular visits from the Regional Safer Custody team. ACCT reviews are carried out by the wing duty Supervising Officer.	Head of Residence and Safety	November 2017
5.13	The suspicion drug testing programme should be sufficiently resourced so that all prisoners suspected of taking drugs are tested	Accepted	Recruitment of staff is underway to cover the shortfalls to enable the drug testing provision to fully take place. Suspicion and risk testing to be carried out as required. Performance monitoring of the number of suspicion, frequent and risk based drug tests will be implemented as part of the weekly performance meeting.	Head of Security and Intelligence	January 2018

	within required timescales and without gaps in provision. (1.45, repeated recommendation 1.48)				
	Incentives and earned privileges				
5.14	Decisions to demote prisoners to the basic level should be justified and always followed by a thorough investigation. (1.52)	Accepted	Random spot checks on Incentives and Earned Privileges (IEP) paperwork will be conducted and quality checked by wing managers to ensure that where a prisoner is demoted to basic level that the decision made is open, fair and consistent. Demotion to basic investigation will be carried out by a SO or for enhanced prisoners demotion to basic will be carried out by a CM.	Head of Residence and Services	November 2017
5.15	The regime for those on the basic level of the IEP scheme should provide the opportunity to demonstrate improvements in behaviour, as defined in individual and well-structured improvement targets. (1.53, repeated recommendation 1.55)	Accepted	A review of the basic regime is scheduled to be completed by October 2017. This will allow the HMP/YOI Lincoln to review six months of the basic regime provision. The review will seek to provide assurance that the regime for those on the basic level provides individuals with an appropriate regime to meet personal improvement targets and ensuring access to basic level services whilst giving them the opportunity to demonstrate improvements in behaviour. Prisoners placed on basic level will be given realistic targets to assist them to progress. Additional work will be carried out to ensure that the IEP scheme has a balance of punitive and positive, and supportive elements, which include support, encouragement, help and respect.	Head of Residence and Services	December 2017
	Discipline				
5.16	The use of segregation should be monitored and analysed regularly and action taken to address any issues identified. (1.65)	Accepted	The segregation monitoring and review group (SMARG) has been re-established. The use of segregation is monitored and analysed at SMARG meetings which take place on at least a quarterly basis. Actions to address identified issues are formally recorded in the SMARG meeting minutes and reviewed at subsequent meetings. SMARG data is used at a number of other meetings such	Head of Residence and Safety	Completed and ongoing

			as Equality and UoF meetings. Head of Residence and Safety is responsible for the managerial oversight.		
	Substance misuse				
5.17	Prisoners receiving clinical treatment should always be placed in cells with observation hatches during their first night and those undergoing alcohol detoxification should be prioritised. (1.72)	Partially Accepted	<p>First night observations checks for patients requiring stabilisation are taking place. However, cells with observation hatches are not always available / being utilised.</p> <p>HMP/YOI Lincoln will review the accommodation of patients in this cohort with a view to ensuring night observations are undertaken in cells with hatch access. An additional works request to be considered for five additional cell doors with treatment hatches.</p> <p>Alcohol detoxification patients will be identified and prioritised accordingly.</p>	Senior Management Team (SMT)	December 2017
5.18	The administration of controlled drugs on A wing should cease and a more suitable location found. (1.73)	Partially Accepted	<p>The dispensing area on A Wing is located next to staff office.</p> <p>Residential staff now provide better supervision of medication administration queues. HMP/YOI Lincoln will introduce additional privacy signage to support prisoners accessing their medication.</p> <p>All cells on A Wing will have medication lockers installed by the end of September 2017 allowing more prisoners to have medication in possession, this will also positively impact on the length of queues which in turn will improve the level of privacy as there will be fewer prisoners around the dispensing area.</p>	Head of Residence and Services	November 2017
	Residential units				
5.19	Cells designed to hold one prisoner should not be used to hold two. Cells should be clean,	Partially Accepted	<p>National population pressures prevent HMP/YOI Lincoln from reducing its operational capacity to 408.</p> <p>The occupancy of prison cells is determined by establishments and certified by the Director in</p>	Head of Residence and Services / Prison Group Director of	October 2017

	<p>well-furnished and adequately heated. (2.10)</p>		<p>accordance with PSI 17/2012, which provides clear guidelines for determining cell capacities. Cells will only be shared where a Director has assessed them to be of adequate size and condition for doing so. All accommodation is compliant with the certified cell certificate.</p> <p>Utilisation of operational capacity in relation to population management need will be kept under review to enable consideration of potential opportunities to reduce the level of occupancy in the cells highlighted by this recommendation.</p> <p>Decency checks are now carried out on a monthly basis and audited by the unit manager on a bi-monthly basis and by the Head of Residence and Services on a monthly basis to ensure issues are promptly addressed. Where privacy screens and furniture are found unsuitable these are addressed immediately (subject to stock availability and ordered if necessary).</p> <p>Regular decency checks are also carried out by wing managers, the Head of Residence and by the Governor. Deficiencies such as excessive build-up of lime scale in toilets are highlighted and action is taken.</p> <p>A programme of work is currently underway to ensure that all cells are equipped with curtains, toilet privacy screens and lockable cupboards. This work is expected to be completed by the end of October 2017.</p> <p>Public Service Prison Industries (PSPI) have provided 96.6% of orders for in cell kit during the reporting period.</p> <p>PSPI now have access to regular supplies of in cell kettles and are normally able to provide any reasonably sized orders.</p> <p>PSPI SMT are presented with supply performance data on a monthly basis and decisions are made on production or purchase according to stock demands and stock levels. PSPI are now much more able to provide the majority of orders placed on a regular basis.</p>	<p>East Prisons / HMPPS, Public Service Prison Industries (PSPI)</p>	
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5.20	All wing showers should be well maintained and in good working order. (2.11)	Accepted	<p>The conditions of communal showers is now being monitored by residential staff and deficiencies are recorded on Planet FM for remedial action to be taken by the facilities management provider. A series of additional works requests have been and will continue to be submitted to the contractor to upgrade (this includes paint work), repair and improve the shower facilities on wings. Additional cleaning including deep cleaning will take place to maintain high level standard of cleanliness in these areas.</p> <p>Wing staff are monitoring the working of showers and the cleanliness. Industries staff (BICS) are also involved and will clean when necessary.</p>	Head of Residence and Services	November 2017
5.21	The prison should ensure applications receive a prompt and appropriate response. (2.12)	Accepted	<p>Prisoner Advice Desks (PADs) have been introduced on each wing. PADs provide access to applications, advice on how to fill these in and wherever possible aims to provide a solution to an issue raised. Confidential applications are not being handled by PADs</p> <p>Applications are now responded to promptly. The timeliness and quality of application responses are discussed on a monthly basis with the Prisoner Representative Group. Any concerns raised by a prisoner will be taken forward by the Head of Residence and Services.</p>	Head of Residence and Services	Completed
	Equality and diversity				

5.22	Foreign national prisoners' concerns should be explored and addressed and arrangements put in place to ensure they have effective structured support, including access to interpreters when needed. (2.32)	Accepted	<p>Foreign national (FN) prisoners' focus groups have been re-introduced and concerns raised are added to the Equalities team action plan and progressed.</p> <p>A foreign national representative is part of the Prisoner Forum Group.</p> <p>FN prisoners now have better access to books, tapes, CDs, and DVDs in languages other than English available to them in the library.</p> <p>A situational report has been commissioned to review the FN provision across HMP/YOI Lincoln. This will consider appropriate access to documentation, notices and prisoner information in languages other than English. Once complete an action plan will be drawn up.</p> <p>The number and denominations of FN prisoners is reviewed at the Equalities meeting and needs are assessed through focus groups.</p> <p>The usage of the translation service is being monitored and promoted.</p>	Deputy Governor	October 2017
5.23	Confidential access complaints and complaints against staff should be systematically recorded and investigated. (2.41)	Accepted	<p>HMP/YOI Lincoln has a system now in place for logging the subject matter of confidential access complaints and this is now incorporated into the monthly monitoring statistics.</p> <p>For complaints made against a member of staff the outcome of the expression of dissatisfaction is recorded with the complaint attached (whereas previously the response to the complaint would simply state the matter would be investigated).</p> <p>Information notices have been issued to remind / advise prisoners on the correct procedure for using the confidential access scheme.</p>	Governor	Completed and ongoing
Legal rights					

5.24	Legal visits should take place in rooms providing privacy. (2.45)	Partially Accepted	<p>National policy Providing Visits and Services to Visitors (Prison Service Instruction 16/2011) sets out that it is not good practice to book legal visits in the main visits area, but if there is no interview room then staff must ensure there is sufficient space between the tables so that conversations cannot be overheard.</p> <p>HMP/YOI Lincoln has four private rooms available for visits and are provided if available at the time of the chosen slot. Occasionally, legal visits do take place during domestic visit times (PM only) but this is by utilising the four side rooms. In the event that a room is unavailable a discreet area is provided out of ear shot of other prisoners/legal advisors.</p> <p>Arrangements are in process to review the layout of the main visits hall to enable further space between tables should legal visits take place in this area (during the morning). This is part of a review and upgrade to the furniture currently in the main visits hall and will reduce the amount of tables present in the main hall. This needs to be balanced against the amount of visitors the prison receives.</p>	Head of Operations	December 2017
Health services					
5.25	The prison should establish an effective monitoring system for AEDs and all custody staff should understand agreed emergency codes to ensure prompt and appropriate responses to medical emergencies. (2.58)	Accepted	<p>All healthcare and prison staff understand the agreed emergency codes. A message has been cascaded to existing staff, both directly and non-directly employed. New staff will be briefed about automated external defibrillators (AEDs) during their induction.</p> <p>Since April 2017, a revised Governor's Order has been introduced.</p> <p>Monthly prison checks of emergency response times are now in place by the Health and Safety Manager. Weekly checks will be in place on equipment in line with healthcare processes.</p> <p>Healthcare team has a process in place to monitor AEDs. Deputy Governor will check to ensure AED's throughout the establishment are monitored.</p>	Head of Business Assurance	November 2017

			Currently, 53% of custody staff have been trained in emergency first aid which includes AED familiarisation.		
5.26	Nurse-led clinics for prisoners with life-long conditions, underpinned by evidence-based care plans, should be developed further and assessment, treatment and reviews undertaken by appropriately trained and supervised staff. (2.64)	Accepted	<p>Long term care plans are initiated on point of arrival to the establishment at reception and followed up by a referral to the appropriately skilled nurse in a timely manner dependent upon a patient's need and presentation at time of initial reception screening and reviewed medical records. Patients are regularly reviewed and treated in appropriate clinics by trained staff who have recently undertaken specialist training.</p> <p>Progress will be continually reviewed by the Head of Healthcare and assessments of the needs of patients will be dictated by demand.</p>	Head of Healthcare	December 2017
5.27	In-possession risk assessments should be reviewed routinely and lockable in-cell cupboards should be provided so prisoners can store their medication securely. (2.70)	Accepted	<p>In-possession (IP) risk assessments are undertaken upon arrival in to HMP/YOI Lincoln. A process for reviewing IP risk assessments is being developed.</p> <p>In-cell medication boxes will be installed and key monitoring is being developed SO prisoners can store their medication securely.</p> <p>Installation prioritisation is also being reviewed.</p>	Head of Healthcare	December 2017
5.28	Arrangements for medication administration should ensure that prisoners are given their medication in confidence and safely. (2.71, repeated recommendation 2.72)	Accepted	<p>Medication queues have recently reduced due to initiatives incorporated such as paracetamol included in reception packs and available to purchase on the canteen list.</p> <p>Clearer instructions have been issued to staff about the supervision of medication queues. The Head of Residence and Services and management team are currently monitoring the level of supervision of medication queues and resolving any issues as they arise.</p> <p>Body-worn video cameras for staff prescribing medication will be introduced to help monitor the service being provided.</p>	Head of Healthcare	December 2017

			A review of the privacy signage at each medication administration points will be undertaken. All medication doses will be monitored electronically through System One (healthcare database).		
5.29	Patients should receive their medication promptly and at clinically appropriate times to ensure continuity of treatment is appropriately maintained. (2.72)	Accepted	<p>Medication is given at prescribed times. Staff are aware that exception is allowed for when the patient needs justify administering at a different time and this approach is appropriately documented.</p> <p>The GP undertook a review of prescriptions for night-time medications and now has remote access to address prescriptions during evenings and weekends to ensure continuity of care and treatment.</p>	Head of Healthcare	Completed
5.30	The transfer of patients to hospital under the Mental Health Act should occur within agreed Department of Health timescales. (2.82)	Accepted	<p>A clear process is in place and recent cases have met the Department of Health guidelines. Nottinghamshire Healthcare Foundation Trust, tracker and Safety order control tasking meetings take place in order to review cases.</p> <p>The current Department of Health Good Practice Procedure Guide, the transfer and remission of adult prisoners under s47 and s48 of the Mental Health Act, 2011, suggests that patients can be assessed and transferred to hospital within the period of 14 days.</p> <p>All patients requiring transfer under the Mental Health Act are assessed promptly, and every effort is made to expedite transfers. However, this is dependent on the availability of Mental Health hospital beds which is beyond the control of the prison's healthcare.</p> <p>The current Prison Transfer and Remission Guidance published by the Department of Health in 2011 is being reviewed. In particular, a focus of the work is about ensuring that the most appropriate timescales are developed and implemented in relation to prison transfers and remission, taking into account clinical urgency and need.</p> <p>It is anticipated that revised timescales for transfer from prison to hospital will be developed by autumn 2017 to</p>	<p>National Health Service England (NHSE) /</p> <p>Head of Health Care /</p> <p>HMPPS</p>	October 2017 and ongoing

			<p>enable the current guidance to be reviewed by the end of the year.</p> <p>HMPPS is working with NHS England to ensure assessments and transfers to hospital from prison take place within appropriate timescales. Where there are delays evident, work is underway to establish the reasons for this and work collaboratively to address the issues.</p>		
	Catering				
5.31	Breakfast packs should be issued on the day they are meant to be eaten. (2.88, repeated recommendation 2.86)	Rejected	<p>The serving of breakfast packs the evening before is a well-established practice across the prison estate and one, which contributes to a swifter start to the morning regime, including start time for work and other activities. The contents of the packs are suitable to be stored in the prisoners' cells overnight. There is no capacity to serve breakfast to prisoners on the day without severely impacting on the regime</p>	Head of Corporate Services	
	Time out of cell				
5.32	Prisoners should have good access to association and outdoor exercise and have enough time to attend to their domestic needs. (3.4)	Accepted	<p>Under the new emergency core day, prisoners now have good access to association, domestic time and outdoor exercise.</p> <p>The current regime allows for an average of 6.02 hours out of cell during the core working week. This includes one hour for domestics and exercise and an hour for association.</p>	Head of Residence and Safety	Completed
	Learning and skills and work activities				
5.33	Partnership working with employers should be developed and used to support prisoners'	Accepted	<p>A new Business and Community Engagement Manager will work to develop links with local employers to support prisoners' resettlement.</p> <p>Business Community Engagement (BCE) days will be</p>	Head of Reducing Reoffending	December 2017

	resettlement. (3.10)		<p>held at HMP/YOI Lincoln to encourage local businesses to talk to prisoners about employability and any other opportunities. The establishment will be holding two engagement events per year once the BCE role has been filled.</p> <p>Lindum Management are holding a workshop to advise prisoners of their company. Veolia are interviewing four prisoners for a role upon release. In addition, Alumni inspiration days are scheduled to take place and two other companies will be working with the prison to enable prisoners to gain employment on release.</p>		
5.34	Performance management should use data and targets effectively to drive improvement. (3.11)	Accepted	Data is used to review performance against key targets through a range of management meetings including the weekly performance meetings. Education targets are reviewed at the Quarterly Improvement Group (QIG) and Offender Learning and Skills Service governance meetings. The QIG provides more analytical and challenging data. The meeting is now well attended and findings are discussed at the meetings and necessary actions are then distributed and taken forward. Equality, regime and decency targets are reviewed weekly and at SMT and the Equalities meetings.	Head of Reducing Reoffending	Completed and ongoing
5.35	Individual coaching in workshops and work should be improved so prisoners are fully occupied and challenged. (3.22)	Accepted	<p>HMP/YOI Lincoln have introduced AIM awards aimed at targeting prisoners with shorter sentences by increasing the employability of the prisoners upon release. The courses cover a range of subjects ranging from Maths and English modules, time keeping, Quality Assurance and Control in a production workshop, sewing machine techniques, sewing machine maintenance skills, health and safety awareness in a practical environment, stock control, warehousing, machine embroidery samples, spreadsheet software skills, design software skills, taking part in sport, taking part in exercise, strength and conditioning, health and nutrition,</p> <p>Shannon Trust are currently engaged in the workshops with One2One which is up and running. Outreach support from NOVUS (education provider) is</p>	Head of Reducing Reoffending	Completed and ongoing

			<p>part of the new curriculum.</p> <p>Instructors have been targeted to achieve a set number of qualifications each year.</p> <p>The pay and allocation to activities policy now includes two rates of pay to incentivise prisoners to attain qualifications in the roles performed in the prison. If a prisoner is qualified in a role or working towards a qualification they will be placed on higher pay band. City and Guilds Production Manufacturing Operations (PMOs) qualification are running in the workshops, primarily for prisoners who will be at HMP/YOI Lincoln long enough to complete the course along with the AIM awards.</p>		
5.36	Prisoners should have the opportunity to have their employability and transferable skills recognised and promoted to a higher level. (3.23)	Accepted	<p>Personal development diaries have been introduced for prisoners employed in industries.</p> <p>Skills action plans are completed on induction by the National Careers Service.</p> <p>The review of the pay and allocation to activities policy resulted in two new rates of pay with qualified and unqualified rates of pay to incentivise accreditation and employability. Promotion to higher levels is being achieved through the AIM awards and the revised prisoners' pay policy.</p>	Head of Reducing Reoffending	Completed and ongoing
5.37	The prison should ensure work includes progressively more demanding activities so that prisoners develop their skills and attain relevant qualifications. (3.24)	Accepted	<p>HMP/YOI Lincoln have introduced AIM awards, PMO's and vocational qualifications in education and workplace areas. This will ensure that work includes progressively more demanding activities for prisoners to develop skills and attain relevant qualifications.</p> <p>HMP/YOI Lincoln have introduced a new pay policy which includes two pay bands for qualified and unqualified to incentivise prisoners.</p>	Head of Reducing Reoffending	Completed and ongoing
5.38	Staff should set prisoners challenging	Accepted	The development of prisoners is now being challenged and supported in conjunction with the completion of the personal development diaries.	Head of Reducing Reoffending	Completed and ongoing

	performance targets, including for their behaviour, to enhance their employability. (3.28)		HMP/YOI Lincoln offers attendance bonuses to prisoners only for full attendance and participation. Staff in the workshops are using pro-social modelling and instructors challenge prisoners who fail to adhere to the workplace regime.		
5.39	The prison should provide prisoners with appropriate personal protective equipment and safe working practices should be adopted. (3.29)	Accepted	<p>Personal protective equipment is provided to all prisoners on induction to their work area and instructors have been reminded to challenge prisoners not wearing them.</p> <p>Prisoners have been briefed and supported to understand and comply with risk assessments and safe systems of work in their work areas.</p> <p>Prisoners found to be smoking in workshops are challenged appropriately. The IEP system is used where necessary to manage behaviour.</p>	Head of Reducing Reoffending	Completed and ongoing
5.40	The prison should ensure that prisoners develop their English, maths and ICT skills appropriately, and have them accredited where relevant. (3.33)	Accepted	<p>A new curriculum has begun at HMP/YOI Lincoln with more emphasis on Maths and English (as well as ICT skills), and have looked at sequencing by transferring prisoners to HMP Humber or HMP North Sea Camp to continue with their education.</p> <p>The demographic of the prison does not always support prisoners at HMP/YOI Lincoln for a prolonged period of time to achieve the City and Guilds PMO's. The pay and allocation to activity policy introduced enables the prison to offer accreditation to all areas of employment undertaken at prison. This process has only recently begun but is progressing with allocation to labour. AIM awards are due to be started in the kitchens once the additional Band 4 Caterer has been employed.</p>	Head of Reducing Reoffending	December 2017
5.41	All prisoners should have equitable library access, including full-time workers. (3.39)	Accepted	<p>The library timetable has been reviewed to include an evening session to enable full time workers to have better access to the library.</p> <p>Additional books, CD, DVDs and newspapers have been bought in different languages to encourage and support</p>	Head of Reducing Reoffending	Completed

			greater library usage and access by FN prisoners.		
5.42	A full range of strategies to raise prison literacy levels should be introduced. (3.40)	Accepted	<p>HMP/YOI Lincoln will review and promote the library provision, opening hours and will carry out prisoner surveys more widely and in different languages and using prisoner representatives to achieve this.</p> <p>The establishment will also be running a book challenge - Story Book Dads (in which prisoners record stories for their children), Turning Pages (a mentoring scheme to help prisoners learn to read) with reading mentors placed in the workshops to provide support to prisoners.</p> <p>The libraries will be revamped to provide reading areas and there are now laptops available in the libraries to support Open University and distance learning. The library is well advertised around the establishment on PAD desks and Wayout TV.</p> <p>The Reducing Reoffending (RR) strategy has been produced to increase literacy levels and the Head of Learning is producing a strategy document to cover the literacy levels planned to be completed by the end of September 2017.</p>	Head of Reducing Reoffending	November 2017
	Physical education and healthy living				
5.43	A prison survey should be undertaken and used to provide activities that meet prisoners' needs effectively, including accredited courses and specialist provision for older prisoners. (3.46)	Partially Accepted	<p>A RR survey was completed which included questions about the gym provision and to ascertain why prisoners were not utilising the service. The survey highlighted that the prison currently meets most of the prisoners needs. One issue highlighted in the RR strategy and the education needs analysis is the request for more accreditation in construction skills. HMP/YOI Lincoln cannot provide this without additional funding. The gym provision has increased to include a weekly facility for older prisoners.</p>	Head of Reducing Reoffending	April 2018
	Strategic management of resettlement				
5.44	The prison should develop and implement a	Accepted	A revised reducing reoffending strategy will be produced; which will clarify the responsibilities of each resettlement provider, provide clarity of strategic management	Head of Reducing Reoffending	December 2017

	clear strategy covering all aspects of service integration and provision involved in the rehabilitation and reintegration of prisoners. (4.5)		<p>arrangements and the coordination of services towards seamless provision of resettlement services.</p> <p>All resettlement providers will be moved into one location alongside the Reducing Reoffending managers. This will ensure a more cohesive way of working is achieved and a better integration with providers.</p> <p>OMU staff continue to be redeployed to maintain a predictable and decent regime for all prisoners. It is anticipated that the staffing shortages will be resolved by the target date, at which point the need for redeployment will significantly reduce.</p>		
	Offender management and planning				
5.45	Prisoners should not be transferred from Lincoln before an up to date OASys is completed or while being considered for HDC, except in exceptional circumstances. (4.14)	Partially Accepted	<p>Initial Start of Custody Assessments should be completed within agreed timescales by local establishments or National Probation Service (NPS) dependant on the prisoner's risk. HMPPS continues to review the offender assessment system (OASys) backlog and has engaged with HMPPS and NPS to ensure that reporting on the OASys backlog is improved and communicated to NPS areas. The prioritisation criteria remains in place to support establishments to ensure the highest priority cases are completed in full, with a reduced assessment for lower risk cases, ensuring all cases have some form of risk assessment and sentence plan</p> <p>There has been a review of Offender Management in Custody (OMiC) and this will address the current issues around completing OASys reports. The new model will move the resource for OASys report completion into the training / resettlement estate and away from local / reception prisons, where there is more time for engagement with the prisoner and for the plan to be produced.</p> <p>HMPPS is currently working through the new Offender Management (OM) the roll out schedule to the wider estate and will be in place in all closed prisons by March 2019.</p>	Head of Offender Management / HMPPS	March 2019

			<p>HMP/YOI Lincoln has an eight week timeframe to complete OASys assessments. OMU staff have been advised not to transfer prisoners out who have not had one completed (unless there is an operational need). This is monitored through the weekly performance meeting.</p> <p>Since the HM Inspectorate of Prisons inspection the number of transfers out without an OASys have reduced.</p> <p>Prisoners should not normally be transferred whilst a Home Detention Curfew (HDC) assessment is underway. If a prisoner is transferred between establishments during the assessment process, the relevant papers will be transferred immediately, and the new establishment will continue the assessment immediately.</p> <p>The Governor will ensure that P:NOMIS is updated with all relevant actions and decisions and any assessments made available to the receiving prison should a prisoner be transferred from HMP/YOI Lincoln whilst being considered for HDC.</p>		
5.46	Prisoners transferred to Lincoln within six months of release should be prioritised for contact and should have their OASys updated, especially those assessed as posing a high or very high risk of harm. (4.15)	Accepted	<p>A meeting has taken place with the Senior Probation Officer to make arrangements for this process to start. A system will be in place whereby high risk and very high risk prisoners are reviewed by a Community Offender Manager prior to release. Low risk prisoners who fall outside of this category will have their OASys updated two months prior to their release date.</p> <p>The OMiC review will address this recommendation by providing more time in engaging with prisoners and for plans to be produced pre-release with specific timescales applicable to specific cases.</p>	Head of Offender Management / HMPPS	December 2017
5.47	All work undertaken by the offender management unit should be recorded on P-NOMIS to ensure effective communication	Accepted	<p>OMU staff have been notified of this important requirement. Both the CM and Hub Manager monitors this monthly to provide assurance that an effective process is in place.</p> <p>Bilateral meetings and staff performance reviews are used to ensure that all work undertaken by the OMU is recorded on P-NOMIS.</p>	Head of Offender Management	Completed

	with other departments. (4.16)				
5.48	All offender supervisors should receive regular professional casework supervision, especially those managing high risk of harm prisoners. (4.17)	Accepted	<p>A meeting has taken place with the Senior Probation Officer to make arrangements for this process to commence. HMP/YOI Lincoln will have a supervision sessions to commence in October 2017.</p> <p>Under the OMiC model the existing role of an Offender Supervisor (OS) is being replaced by the Prison Offender Manager who will receive regular supervision along with NPS Probation Officers including discussion of cases. Implementation of this part of the OMiC model is due to commence in April 2018 with the national implementation ending March 2019.</p>	Head of Offender Management	<p>October 2017</p> <p>March 2019</p>
5.49	The IRAMP should be better focused on its work reviewing MAPPAs cases and all men subject to MAPPAs should be reviewed regularly in the last few months before release. (4.20)	Accepted	<p>Interdepartmental risk assessment and management panel (IRAMP) meeting will be re-launched in November 2017 with greater focus on reviewing multi-agency public protection arrangement (MAPPAs) cases.</p> <p>Interdepartmental Risk Management Meeting (IRMM) will be used to monitor and manage prisoners who have been assessed as presenting the highest level of risk.</p> <p>HMP/YOI Lincoln will review the terms of reference for the IRMM to ensure that only those presenting the highest levels of risk are managed through this forum, for the duration of their sentence. The IRMM will be used to prepare for the release of MAPPAs managed prisoners. The establishment will ensure there is better use of the MAPPAs escalation process for prisoners who have not yet been assigned a MAPPAs level.</p>	Head of Offender Management	November 2017
	Reintegration planning				
5.50	The prison should exploit fully the potential of the virtual campus. (4.32)	Accepted	A review of the curriculum has identified opportunities to expand HMP/YOI Lincoln's virtual campus (VC-internet access to education, training and employment opportunities) provision by moving parts of maths and	Head of Offender Management	December 2017

			English provision onto VC, adding a VC module to vocational classes and offering VC as an option for prisoners at the point of their induction.		
5.51	Prisoners should only be strip-searched if a risk assessment deems it necessary. (4.42)	Partially Accepted	Prisoners will not be routinely full-searched upon entry and exit from social, domestic and legal visits.	Operational Security Policy Group / Head of Operations (Reception)	Completed
5.52	Men from E wing who are waiting for visits should be held in an appropriate location with reasonable facilities. (4.43)	Partially Accepted	The ability to resolve this issue is limited due to the current facilities available within the visits area. However, HMP/YOI Lincoln will assess the current location of the vulnerable prisoner waiting room and will look for viable alternatives or options to ensure prisoners can access reasonable facilities.	Head of Operations	March 2018
5.53	Prisoners with offending behaviour needs, especially those identified as posing a high risk of harm or high risk of reoffending, should have access to necessary support, either at Lincoln or at an alternative establishment. (4.46)	Accepted	OSs will take more responsibility when case managing. Sentence plans will be completed and include interventions that address offending behaviour needs. The Observation, Categorisation and Allocation team will arrange for prisoners to be added to the waiting list for transfer to an alternative establishment that offers the required intervention. The psychology team are now assisting in getting prisoners into an establishment that provides treatment needs specific to the individual. The criteria for I-GAP which is being delivered at HMP/YOI Lincoln is being widened to incorporate more men. Victim in-cell work packs are now being provided to prisoners. Bespoke non-accredited exercises from workbook is being sourced.	Head of Offender Management	December 2017

5.54	The prison should ensure that prisoners identified as victims of domestic abuse or having worked in the sex industry are able to access necessary support. (4.48)	Accepted	<p>A Basic Custody Screening Tool (BSCT) will be conducted to identify such prisoners and ensure their sentence plan incorporates this support need. This will be monitored by the OMU CM as a part of the monthly quality BCST assurance checks.</p> <p>The prison will ensure that the HMPPS Domestic Abuse Guidance is publicised within the prison and any identified victims are signposted to the support services listed within the guidance.</p> <p>As part of the 'Through the Gate' resettlement service model CRCs offer extra support if they are a former sex worker or a victim of domestic abuse. The Head of OMU will investigate these support services and how these can be provided to prisoners at HMP/YOI Lincoln.</p>	Head of Offender Management	March 2018
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Recommendations	
Accepted	43
Accepted Subject to Resources / Partially Accepted	10
Rejected	1
Total	54